



DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF ORDNANCE
ABERDEEN PROVING GROUND, MARYLAND 21005-5201



ATSL-O-E

15 December 2001

MEMORANDUM FOR COMMANDER, ENLISTED RECORDS AND EVALUATION CENTER,
ATTN: PCRE-B, FORT BENJAMIN HARRISON, IN 46249-5301

SUBJECT: Master Sergeant Selection Board Guidance for Career Management Field 63

1. Purpose: To provide guidance to the Master Sergeant (MSG) Selection Board panel for CMF 63
2. Proponency Guidance. Use these guidelines as tools in making your selections. The following guidelines reflect the Ordnance Corps' priorities and emphasis in determining the most qualified for promotion to Master Sergeant in CMF 63.
3. Mission: The primary duties of the mechanical maintenance CMF are to perform the fix functions on Army weapons systems and equipment that support maneuver forces in their preparation for and conduct of operations across the entire operational spectrum. The fix functions include; maintenance management, recovery, fault diagnostics, repair, overhaul, and component/major assembly substitution and exchange. CMF 63 maintainers support the life cycle functions of all Army systems and the mission readiness of the Army's combat, tactical, and ground support systems.
4. MOSs that progress to MSG: See enclosed CMF 63 MOS Pattern.
5. Special considerations/areas of interest:
 - a. You are selecting NCOs for one of the most senior enlisted ranks in the Army based primarily on demonstrated duty performance, demonstrated leadership ability, and future potential; however, a very important element we want you to consider in your deliberations is ascertaining the NCO's demonstrated commitment to their profession. Simply attending mandatory schools as part of NCOES is not adequate for senior Ordnance NCOs competing Master Sergeant. NCOs at this level are expected to be devoted to a professional NCO Corps, and to demonstrate that they are obligated and committed to continuous personal improvement and professional life-long learning. Future Master Sergeants should be selected, in part, on their demonstrated level of devotion to their profession through **measurable** and **continuous** self-improvement – both civilian and military.

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b. Self-Development: **The Ordnance Corps places high value and worth on self-development. Consistent and meaningful** pursuit of self-development separates great NCOs from good NCOs and demonstrates the commitment of a true professional NCO. Future Master Sergeants cannot wait to be taught new knowledge – they must constantly pursue it.

(1) Military Education.

(a) **Award additional merit to NCOs selected as Distinguished/Honor Graduates, Commandant's List Graduates, or Top 20% Graduates.** These accomplishments demonstrate performance above and beyond their peers in a controlled environment on equal footing.

(b) Additional military schools are not within the grasp of all NCOs due to high OPTEMPO, location, or demanding duties. Determine the relevance of additional schools in leading to a more qualified Ordnance NCO, and weigh them accordingly.

(c) Identify NCOs completing related general and specific military correspondence courses as being committed to self-development. **Of specific interest** are those courses that lead to a more competent and knowledgeable Ordnance NCO in their current or next higher rank, rather than unrelated subject material that has little value in developing a more technically and tactically competent Ordnance NCO.

(2) Civilian Education:

(a) There is no requirement for advanced civilian education; however, a key aspect in self-development and in support of a professional NCO Corps includes post-secondary and collegiate studies. Sergeants First Class expecting to be competitive for Master Sergeant must invest their own time and effort in becoming broadly and specifically educated in the latest developments in their discipline, technology, management practices, and in communication skills.

(b) Weigh continued studies as a measure of commitment to self improvement, but keep in mind the NCO's past assignments which may not have facilitated the opportunity to pursue continued studies. Pay particular attention to NCOs who have chosen to pursue continued studies related to their military professional development and technical expertise, **such as technical or management studies.** This most closely meets the spirit of the self-development program and should be recognized as the NCO's personal commitment to the Army.

(c) Place high value on professional certifications directly related to the

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NCO's profession. (ASE – Automotive Service Excellence, AWS – American Welding Society, etc) Additional civilian professional certifications such as those offered for managers, instructors, and in safety should also be considered valuable. Certifications in unrelated disciplines should not receive merit.

c. Awards: **Awards policies are not uniform.** Determine what measures of performance justified the awards. The weighing of awards should focus more on what achievement and levels of performance generated the award, rather than the level of award itself.

d. Assignments and Special Consideration:

(1) Consider 44E as a disadvantaged MOS for varieties in assignments. The majority, 85% of the authorized positions for 44Es, are found at the Ordnance School at APG. Board members must be aware of the limited career opportunities available to this MOS. It is not uncommon for 44E NCOs to be stationed as an instructor at APG for over 4 years. It may appear as if the NCO has remained stagnant, but the fact is there are few assignments outside of APG.

(2) Recognize the limited opportunities MOSs 62B, 63A, 63B, 63D, and 63M have for varied assignments. The nature of these MOSs afford few NCOs the opportunity to obtain jobs beyond the motor pool. These NCOs are doing exactly what we want them to do, and more often, they are doing only what we will allow them to do. They should not be penalized for not having special assignments or other perceived career enhancing jobs.

(3) Recognize that demanding leadership positions are rarely available. Use good judgment when weighing leadership positions in your selection. **Recognize performing in leadership jobs does not in itself outweigh average performance in those positions.** Excellence displayed in equally vital technical or staff positions should also be recognized accordingly.

(4) Scrutinize the award of merit to NCOs repeatedly performing duties in positions not associated with maintenance operations for extended periods (4 years). Ordnance NCOs must be competent maintenance managers and maintainers. Repeatedly performing in positions outside the maintenance field does not support the development of required primary maintenance competencies. Detachment/First Sergeant and primary Battle Staff positions are exceptions; however, all NCOs are expected to remain closely associated with their primary Ordnance role.

(5) Recognize that Sergeants First Class successfully performing in authorized

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MSG/1SG positions have already demonstrated their potential to perform at the next higher grade. **Exceptional performance in authorized MSG/1SG positions for at least six months should generate significant merit.**

e. Demanding Assignments.

(1) Motor Sergeant: The job of Motor Sergeant should be considered the most demanding assignment available for the 63 series NCO (62B, 63A, 63B, 63D, 63M). Although highly unusual, you may encounter other Ordnance MOSs serving in Motor Sergeant positions, and they should receive equal credit in performing this vital mission. This assignment requires excellent leadership, technical, and management skills, and those NCOs who have demonstrated excellence in these areas should be considered highly capable of performing at the next higher grade. NCOs successfully serving as Motor Sergeants in consecutive assignments, especially in high-OPTEMPO deployable units, should be identified as high-achievers in relation to their peers.

(2) Operations Sergeant/ Support Operations Sergeant/ Battle Staff NCOs: View successful performance in these positions as a significant accomplishment. Reward NCOs successfully performing in these mission critical staff positions.

(3) Observer/Controller: Recognize the importance of these duties and positions to the entire Army. These NCOs are experts in their field and teach and advise entire units on their ability to perform their wartime mission. These jobs are field-duty intensive and subjected to constantly high OPTEMPO, and these positions rarely afford the opportunity for continued studies or self-development. Operating conditions are often intense, in unimproved facilities, and under simulated combat conditions. These NCOs should be viewed as experts in technical and tactical competencies.

(4) Platoon Sergeant: In addition to the normal duties of Platoon Sergeant, Ordnance Platoon Sergeants are responsible for the difficult task of ensuring daily platoon operations occur while also insuring daily customer maintenance activities are performed. This is a demanding leadership position and should be considered a foundation for senior Ordnance NCOs.

(5) Detachment Sergeant / First Sergeant: These jobs are rarely available to CMF 63 NCOs and are in high demand by NCOs seeking career progression, but few positions make it impossible for all NCOs, even the most eager, to be afforded the opportunity. Simply performing as a Detachment Sergeant / First Sergeant is not in of itself a reason to award additional merit; levels of performance should determine merit.

(6) Ordnance Career Managers/ Advisors. Career Managers or Career Advisors in Ordnance Proponency or the Ordnance Enlisted Personnel Management Division are hand-

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picked and selected on an interview basis and intense records review. Their importance and contributions to the health of the Ordnance Corps is critical, and the nature of their work has an impact on soldier and organizational readiness throughout the Army.

(7) Drill Sergeant or Recruiter. Requires no explanation – These are the toughest special assignments.

(8) Small Group Leader: These NCOs train our noncommissioned officers and are subjected to very high standards and extremely long hours. They should be recognized as our model NCOs that teach, coach, and mentor future NCOs.

f. Special Achievements. Award exceptional merit to those soldiers who have attained Master Instructor, Drill Sergeant/Instructor of the Year, Noncommissioned Officer (NCO) of the Quarter/Year or Sergeant Morales / Sergeant Audie Murphy Club membership. These programs require a tremendous amount of self-study and preparation and should not be taken lightly; instead, they should be recognized as achieving yet another level of advanced self-development. NCOs who have earned these titles have demonstrated self-development, confidence, and competence above and beyond the average NCO.

Master Instructor***: (Ordnance Corps particular) Soldiers must complete the Supervisor Instructor's Course, Management Course I & II and develop an individual project focused on improved training. They must also conduct 1,250 total hours of assigned instructions and a Professional Development Seminar 1 to 2 hours in length.

6. Summary. This information paper has given you an overview of what the Ordnance Corps views as important aspects in choosing quality CMF 63 NCOs for promotion to Master Sergeant. Use this as a guide in your deliberations and in making your selections. You will make your selections based on your own good judgment and experience; however, as personal representatives of the Chief of Ordnance and the Ordnance Corps, you are obliged to follow the spirit and intent of this guidance in your deliberations to the fullest extent possible.

7. Do not hesitate to call for clarification or further guidance. The point of contact is SGM Herrell or CSM Ayers, DSN 298-3703/6470, commercial (410) 278-3703/6470.

Encl

TIMOTHY D. AYERS
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